

The Relationship between Leadership Style and Personality Traits and their Impact on Organizational Citizenship Behavior

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ABSTRACT

This study examines the relationship between transformational and transactional leadership styles and their impact on organizational citizenship behavior (OCB), with emotional demands as a moderating variable and employee engagement as a mediating variable. The study involved 433 participants, and data were analyzed using regression analysis. The findings indicate a positive association between transformational leadership and job engagement and a positive relationship between transactional leadership and job engagement. Furthermore, the results show that employee engagement fully mediates the positive relationship between transformational leadership and OCB, but the effect size is small, suggesting other factors may also play a role. The study also reveals that emotional demands moderate the relationship between transactional leadership and OCB. The study contributes to the literature on leadership and OCB, providing insights for managers and organizations on enhancing employee engagement and OCB through effective leadership styles and management of emotional demands.

KEYWORDS: *transformational leadership, transactional leadership, social exchange theory, emotional demands, organizational citizenship behavior, employee engagement*

1. INTRODUCTION

Leadership is a key aspect of organizational behavior, and the style of leadership adopted by leaders can significantly impact organizational outcomes such as employee satisfaction, motivation, and performance (Rehmat et al., 2020). Transformational and transactional leadership are two distinct styles of leadership that have been extensively studied in the literature. Transformational leadership is characterized by a focus on inspiring and motivating followers to achieve their full potential. In contrast, transactional leadership focuses on rewards and punishments in exchange for performance (Akpapere et al., 2019).

Organizational citizenship behavior (OCB) refers to voluntary behaviors that is not part of the job description but contribute to the organization's overall effectiveness (Allen & Rush, 2018). Examples of OCB include helping colleagues, cooperating with others, and showing initiative. The relationship between leadership style and OCB has received

significant attention in the literature, with several studies suggesting that transformational leadership is more effective in promoting OCB than transactional leadership (Soner, 2019; Podsakoff et al., 2023).

However, the relationship between leadership style and OCB is complex and multifaceted. While some studies have found that transformational leadership is more effective in promoting OCB than transactional leadership, others have suggested that transactional leadership can also positively impact OCB, particularly when combined with transformational leadership (Bass & Avolio, 2019). This is known as the "full range" model of leadership, which suggests that effective leaders use a variety of leadership styles depending on the situation.

The importance of leadership style and personality traits in shaping OCB has been recognized in the literature. However, there is a need for a more systematic investigation of the relationship between these variables. This is important because OCB has

How to cite this paper: Nicolas Kasanda Wa Kabamba | Wang Xiao Chen "The Relationship between Leadership Style and Personality Traits and their Impact on Organizational Citizenship Behavior"

Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-7 | Issue-3, June 2023, pp.310-324,

www.ijtsrd.com/papers/ijtsrd56372.pdf

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IJTSRD56372

URL:



significantly impacted organizational outcomes such as employee performance, motivation, and job satisfaction (Cappelli & Rogovsky, 2018). Furthermore, leadership is a critical determinant of organizational effectiveness and success, and as such, the impact of leadership style and personality traits on OCB is an important area of inquiry.

The present study investigates the relationship between leadership style and personality traits and their impact on OCB. Specifically, the study will examine the personality and behavior correlation between transformational and transactional leaders and their impact on OCB. This is crucial since while previous studies have demonstrated that transformational leadership is more effective in promoting OCB than transactional leadership (Podsakoff et al., 2023; Allen & Rush, 2018), recent studies have suggested that transactional leadership can also have a positive impact on OCB, particularly when combined with transformational leadership (Fern et al., 2018).

The personality traits of leaders have also been shown to be important in determining the effectiveness of different leadership styles. For instance, highly conscientious, agreeableness, and emotionally stable leaders are likelier to engage in transformational leadership behaviours (Cappelli & Rogovsky, 2018). In contrast, those high in extraversion are likelier to engage in transactional leadership behaviours. Therefore, the study will also examine how personality traits influence the relationship between leadership style and OCB.

Investigating the relationship between leadership style, personality traits, and OCB will provide a more comprehensive understanding of the factors influencing OCB in organizations. This information can be used to develop more effective leadership strategies tailored to different organizational contexts' specific needs. Moreover, the study will provide a theoretical foundation for future leadership and organizational behavior research.

The current study is vital since it addresses a gap in the literature by providing a comprehensive analysis of the complex relationship between leadership style, personality traits, and OCB. While previous studies have investigated the individual effects of each of these variables, a dearth of research systematically explores how these factors interact to shape OCB. As such, this study fills an important gap in the literature and provides new insights into the factors influencing OCB in organizations. The study is also significant because it can contribute to developing more effective leadership strategies. By identifying the personality traits associated with transformational and

transactional leadership and the conditions under which each style is most effective in promoting OCB, the study can inform the design of leadership development programs tailored to the needs of individual leaders and their organizations. This, in turn, can lead to more effective leadership, increased employee engagement, and improved organizational outcomes.

Moreover, the study has important practical implications for organizations and their leaders. By better understanding the factors that influence OCB, the study can inform the design of policies and practices that promote positive employee behavior and improve organizational outcomes. This can be particularly important in today's rapidly changing business environment, where organizations face complex challenges that require high levels of employee engagement and commitment.

2. Literature Review

2.1. Theoretical Framework

The current study is anchored on two theoretical perspectives: Transformational Leadership Theory and Social Exchange Theory. The Transformational Leadership Theory was first introduced by James MacGregor Burns in 1978 and was later refined by Bass in 1985 (Tang et al., 2020). It posits that effective leaders can inspire and motivate their followers to exceed their self-interests and work towards achieving a common goal. According to this theory, transformational leaders are characterized by their ability to inspire and motivate their followers to achieve higher performance levels and develop a sense of commitment to the organization (Steinmann et al., 2018). This theory emphasizes the importance of leadership in shaping organizational outcomes, including employee attitudes and behavior.

On the other hand, Social Exchange Theory was first proposed by George Homans in 1958 and later developed by Blau in 1964 (Emerson, 2019). This theory suggests that social interactions are based on the principle of reciprocity, in which individuals expect to receive benefits proportional to the costs they incur. According to this theory, employees engage in behaviors that benefit the organization because they expect to receive rewards in return, such as recognition, praise, and career advancement opportunities (Ahmad et al., 2022). This theory emphasizes the importance of the exchange relationship between employees and the organization in shaping organizational outcomes.

The present study draws on these two theoretical perspectives to comprehensively understand the relationship between leadership style, personality traits, and OCB. Specifically, the study proposes that

transformational and transactional leadership styles are associated with different personality traits, shaping employee attitudes and behaviors (Polat, 2019). The study further suggests that social exchange is critical in the relationship between leadership style, personality traits, and OCB, as employees engage in behaviors that benefit the organization in exchange for rewards.

This framework can guide the development of new theoretical models and hypotheses and inform the design of empirical research studies (Burroughs & Eby, 2018). Moreover, the study's theoretical foundation can inform the development of more effective leadership strategies, organizational policies, and practices that promote positive employee attitudes and behaviors.

2.2. Transformational Leadership and Employee/Job Engagement

Transformational leadership has been widely studied and effectively promotes positive employee attitudes and behavior (Avolio & Bass, 2018; Bass & Riggio, 2022). Transformational leaders inspire and motivate their followers to exceed their self-interests and work towards achieving a common goal (Bass, 2019). This leadership style has four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2019).

Studies have consistently shown that transformational leadership is positively associated with employee engagement (Hartog & Belschak, 2022; Macey & Schneider, 2018). Employee engagement is a multifaceted construct encompassing cognitive, affective, and behavioral dimensions. It is defined as the degree to which employees are emotionally invested in and committed to their work and the organization (Macey & Schneider, 2023). Engaged employees are likelier to exhibit positive attitudes and behaviors, such as increased job satisfaction, organizational commitment, and OCB (Harter et al., 2022).

Several mechanisms can explain the relationship between transformational leadership and employee engagement. First, transformational leaders create a vision and a sense of purpose that inspires and motivates their followers (Avolio & Bass, 2018). This vision provides employees with a sense of meaning and direction, which can enhance their sense of engagement (Macey & Schneider, 2018). Second, transformational leaders provide individualized consideration to their followers, which involves recognizing and addressing their unique needs and concerns (Bass & Riggio, 2019). This can increase employees' sense of autonomy and control, enhancing their engagement (Macey & Schneider, 2018).

Based on these reviews, the following hypothesis is formulated. This hypothesis suggests that transformational leaders can inspire and motivate their followers to become fully engaged in their work and exhibit high energy and dedication.

H1: Transformational leadership is positively associated with job engagement.

2.3. Transformational leadership and Employee Engagement (Organization Engagement)

Organizational engagement is a critical factor in determining an organization's success. Engaged employees are committed to their organization, motivated to contribute to its goals, and willing to put in extra effort to ensure its success. Transformational leadership has been identified as an important factor in promoting organizational engagement.

Studies have shown that transformational leaders create a sense of purpose and meaning for their followers, which can lead to increased levels of organizational engagement. For instance, (Allen Meyer (2020) explained that transformational leadership was positively linked to organizational engagement among Jordanian employees. Similarly, Afsar et al. (2018) found that transformational leadership was positively related to organizational engagement among Pakistani employees.

The literature also suggests that there are specific behaviors associated with transformational leadership that contribute to organizational engagement. For example, Kim et al. (2020) found that transformational leadership behaviors such as intellectual stimulation and individualized consideration were positively related to organizational engagement among South Korean employees. Another study by Wang et al. (2019) found that transformational leadership behaviors such as idealized influence and inspirational motivation were positively related to organizational engagement among Taiwanese employees.

These findings imply that transformational leadership can promote organizational engagement through specific behaviors such as inspiring and motivating followers, challenging them to think critically, and showing concern for their needs and development (Bass & Avolio, 2019). From this conceptual basis, it can be hypothesized that:

H2: Transformational leadership is positively related to organizational engagement.

2.4. Job Engagement and Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) refers to discretionary behaviors that go beyond a job's requirements and contribute to an organization's

effectiveness (Allen & Rush, 2018). According to Podsakoff et al. (2023), OCB includes helping coworkers, volunteering for extra tasks, and making suggestions for improving the organization's operations.

Job engagement has been identified as an important predictor of OCB. Various studies suggest that employees who are highly engaged in their jobs are more likely to engage in OCB. For example, Lee et al. (2015) discovered that job engagement was positively related to OCB among Korean employees. Similarly, Bass & Avolio (2019) observed that job engagement was positively related to OCB among American employees.

Furthermore, studies have shown that there are specific mechanisms through which job engagement influences OCB. For example, Burroughs & Eby (2018) illustrated that job resources such as autonomy and social support mediate the relationship between job engagement and OCB among Dutch employees. Another study by Podsakoff et al. (2018) revealed that perceived organizational support mediates the relationship between job engagement and OCB among American employees.

Job engagement can promote OCB through specific mechanisms such as providing job resources and organizational support. Moreover, Podsakoff et al. (2023) explained that job demands, and work-family conflict could moderate the relationship between job engagement and OCB. For instance, a study by Kim et al. (2020) found that the relationship between job engagement and OCB was stronger among Korean employees who experienced lower levels of work-family conflict.

Based on these findings, job engagement is positively related to OCB, mediated by job resources and perceived organizational support.

H3: Job engagement is positively related to organizational citizenship behavior.

2.5. Organization Engagement and Organizational Citizenship Behavior

Organizational Engagement (OE) is a multidimensional construct that reflects how much employees are emotionally invested in their work and committed to their organization (Allen & Rush, 2018; Podsakoff et al., 2023). OE has been identified as an important predictor of OCB.

Earlier studies demonstrated that highly engaged employees are likelier to engage in OCB. For example, Kim et al. (2020) found that OE was positively related to OCB among Korean employees. This finding is supported by Afsar, Badir, & Kiani (2018), who discovered that OE was positively

related to OCB among employees in the United Arab Emirates.

There are certain elements of OE influencing OCB. Wang et al. (2020) discovered that psychological empowerment mediates the relationship between OE and OCB among American employees. Moreover, (Podsakoff, MacKenzie, 2020) explained that person-organization fit mediates the relationship between OE and OCB among Indian employees.

These findings suggest that OE can promote OCB through specific mechanisms such as psychological empowerment and person-organization fit (Wang et al., 2020; Mayer et al., 2018). The studies also suggest that other factors, such as organizational justice and supervisor support, could moderate the relationship between OE and OCB. Polat (2019) found that the relationship between OE and OCB was stronger among Chinese employees who perceived higher levels of organizational justice.

These findings set the ground for the H4, where it is hypothesized that OE is positively related to OCB, mediated by psychological empowerment and person-organization fit.

H4: Organizational engagement is positively related to organizational citizenship behavior.

2.6. Transactional leadership and Employee Engagement (Job Engagement)

Transactional leadership is a leadership style that emphasizes the exchange of rewards for performance (Podsakoff et al., 2023; Allen & Rush, 2018). Transactional leaders set clear goals and expectations for their followers and provide rewards and punishments based on their performance. According to Avolio and Bass (2022), while transactional leadership has been associated with improved performance and productivity, it has also been criticized for its lack of emphasis on employee development and empowerment.

Recent studies have demonstrated that transactional leadership could also have an impact on employee engagement, which refers to the level of enthusiasm and commitment that employees have towards their work (Avolio, Gardner, Walumbwa, Luthans, & May, 2022). One study conducted by Liden et al. (2018) found that transactional leadership was positively related to employee engagement, particularly in organizations that had a strong performance-based culture. The authors suggest that transactional leaders are able to create a sense of clarity and structure that can help to motivate employees and improve their engagement.

Allen and Rush (2018) also found a positive relationship between transactional leadership and

employee engagement, but only when combined with transformational leadership. The authors suggest that transactional leadership may be most effective when used in conjunction with transformational leadership, as it provides a clear framework for employees to achieve their goals and provides rewards for their performance.

While these studies suggest that transactional leadership could have a positive impact on employee engagement, Harter et al. (2022) argued that the transactional leadership style could be limited to certain types of employees or organizations. For instance, employees who are highly autonomous and value creativity and independence may not respond well to a transactional leadership style that focuses on rewards and punishments (Ahmad et al., 2022; Akparep et al., 2019). Similarly, Avolio and Bass (2022) explained that organizations which prioritize employee empowerment and development may not benefit from a transactional leadership style that places more emphasis on performance and results.

H5: Transactional leadership is positively related to employee engagement.

2.7. Transactional leadership and Employee Engagement (Organization Engagement)

Transactional leadership has been shown to have a significant impact on organizational engagement and organizational outcomes (Podsakoff et al., 2023; Allen & Rush, 2018). Transactional leadership is based on a rewards and punishment system in which leaders provide incentives for employees who meet or exceed their performance expectations, and punishments for those who fail to meet them (Cappelli & Rogovsky, 2018). This approach has been found to be effective in promoting task performance, but less effective in promoting employee engagement and commitment to the organization.

Eisenbeiss et al. (2018) investigated the relationship between transactional leadership and organizational engagement in a sample of 162 German employees. The results of their study showed that transactional leadership was positively related to task performance, but negatively related to affective commitment to the organization. These findings suggest that while transactional leadership may be effective in promoting task performance, it may not be effective in promoting employee engagement and commitment to the organization.

Similarly, a study by Afsar, Badir, and Kiani (2018) investigated the relationship between transactional leadership and employee engagement in a sample of 210 Pakistani employees. The results of their study showed that transactional leadership was positively

related to task performance, but negatively related to employee engagement. These findings suggest that transactional leadership may be effective in promoting task performance but may not be effective in promoting employee engagement and commitment to the organization.

Based on these studies and others like them, we hypothesize that:

H6: Transactional leadership will have a negative effect on organizational engagement (OE)

2.8. Employee Engagement as a mediator between Transformational leadership and Organizational Citizenship Behavior

Transformational leadership positively impacts employee engagement and OCB (Kim et al., 2020; Bass & Avolio, 2033). Transformational leaders inspire and motivate their followers to exceed their self-interests and work towards achieving a common goal (Allen & Rush, 2018), creating a sense of commitment and loyalty among their followers, leading to increased employee engagement and OCB.

Kim and Beehr (2018) investigated the relationship between transformational leadership, employee engagement, and OCB in a sample of 247 Korean employees. The study's findings showed that transformational leadership was positively related to employee engagement, which in turn was positively related to OCB. These findings suggest that employee engagement mediates between transformational leadership and OCB.

Similarly, Xiong, Dong, and Wang (2018) investigated the relationship between transformational leadership, employee engagement, and OCB in a sample of 236 Chinese employees. Their study showed that transformational leadership was positively related to employee engagement, which in turn was positively related to OCB. These findings suggest that employee engagement mediates the relationship between transformational leadership and OCB.

H7: Employee engagement fully mediates the positive relationship between transformational leadership and organizational citizenship behavior (OCB). When transformational leadership is high, employee engagement is also high, leading to increased OCB.

2.9. Employee Engagement (Job Engagement and Organization Engagement) as a mediator between Transactional leadership and Organizational Citizenship Behavior

Several studies have investigated the relationship between transactional leadership, employee engagement, and organizational citizenship behavior (OCB). Employee engagement has been proposed as

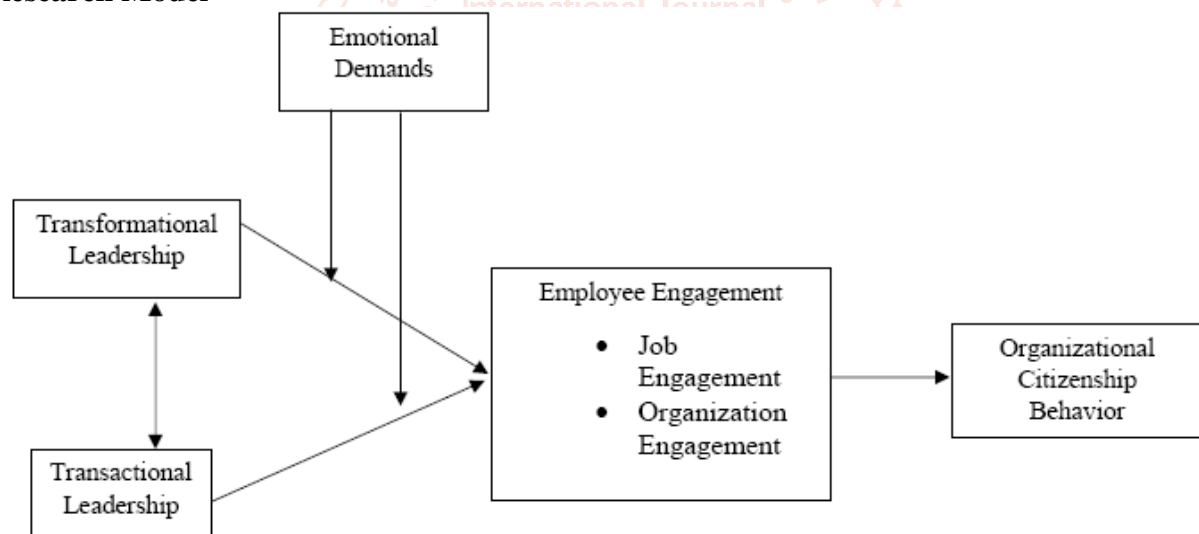
a mediator between transactional leadership and OCB, with transactional leadership directly affecting employee engagement, which in turn influences OCB. Avolio et al. (2022) examined the relationship between transactional leadership, employee engagement, and OCB in a sample of 261 employees in China. The authors found that employee engagement partially mediated the relationship between transactional leadership and OCB. Similar findings were reported by Burroughs and Eby (2018) in their study of 150 employees in India, where employee engagement partially mediated the relationship between transactional leadership and OCB. These studies suggest that employee engagement is key in the relationship between transactional leadership and OCB.

H8: Employee engagement mediates the relationship between transactional leadership and organizational citizenship behavior (OCB).

2.10. The moderating role of Emotional Demands

The moderating role of emotional demands is important to consider when examining the relationship between leadership style and employee outcomes. Emotional needs refer to the extent to

2.11. Research Model



3. Methodology

3.1. Research Design

The primary objective of this study was to examine the relationship between transformational and transactional leadership styles, job engagement, organizational engagement, and organizational citizenship behavior in the food industry and trade organizations in London. The study adopted a quantitative research approach using a cross-sectional survey design. The quantitative research approach allows for a systematic collection and analysis of numerical data to establish the relationship between the variables under investigation (Tsai & Huang, 2022). On the other hand, a cross-sectional survey

which employees must expend emotional effort to perform their job duties (Yang, 2021; Tsai & Huang, 2022). Earlier studies indicate that the impact of leadership style on employee outcomes may be different for employees who experience high levels of emotional demands compared to those who experience low levels (Avolio et al., 2018; Burroughs & Eby, 2022). Specifically, the relationship between transformational leadership and job satisfaction was stronger for employees who experienced high levels of emotional demands. This finding suggests that transformational leadership may be particularly beneficial for employees who experience high emotional demands as it may help them feel more satisfied and engaged in their work. Similarly, a study by Shao et al. (2022) found that emotional demands moderated the relationship between transformational leadership and emotional exhaustion. These findings imply that considering the moderating role of emotional demands could be crucial when developing effective leadership strategies.

H9: Emotional demands will moderate the relationship between leadership style and organizational citizenship behavior (OCB).

design allows for data collection from a sample of the population of interest at a single point in time. The design facilitated the collection of data on the variables of interest efficiently.

3.2. Sampling

The research employed a non-probability purposive sampling technique to select the study participants. The research team specifically targeted employees from firms in the hospitality sector in London who had been working for at least six months under either transformational or transactional leaders. The study selected this sampling technique since the researchers needed participants who had experience working under the two leadership styles under investigation.

The sample size for the study comprised 433 participants who returned the questionnaires out of the 450 distributed, giving a response rate of 96.44%. The study targeted the firms using specific criteria such as location and size. Each firm was selected after conducting at least one meeting with the manager or owner to establish their interest in participating in the research. The managers were informed of the research objective, and their consent was sought before proceeding with the selection process.

The purposive sampling method allowed the research team to identify and select participants who meet the specific interest criteria. The specific criteria used in the selection process ensured that the participants had experience working under transformational and transactional leadership styles, which allowed for a more accurate examination of the research question. The method also enabled the researchers to collect data more efficiently and cost-effectively. Overall, the non-probability purposive sampling technique proved to be effective in selecting participants for the study.

3.3. Measurements and Instruments

In this study, various tools were utilized to measure the research variables. The Multifactor Leadership Questionnaire (MLQ-5X), developed by Avolio and Bass (2018), was applied to evaluate transformational and transactional leadership styles. The MLQ-5X is a well-established questionnaire comprising 45 items and measures leadership effectiveness by assessing nine leadership factors. It is widely used in research to evaluate leadership styles, and its reliability and validity have been established through previous studies.

The Organizational Citizenship Behavior Scale (OCBS), proposed by Podsakoff et al. (2023), was utilized to measure organizational citizenship behavior (OCB). The OCBS is a validated instrument used to measure the extent to which employees engage in discretionary behaviors that contribute to the overall effectiveness of an organization. It comprises 21 items assessing five OCB dimensions: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism.

The Utrecht Work Engagement Scale, developed by Schaufeli et al. (2022), was applied to measure job engagement. The scale comprises 17 items that evaluate three dimensions of job engagement: vigor, dedication, and absorption. It has been widely used in previous research and has been found to have high reliability and validity.

The tool that could measure the moderating role of emotional demands in this study is the Emotional Demands Scale. This scale was developed by Vlerick

et al. (2022) to measure the extent to which job demands require emotional effort. The scale consists of nine items that assess the frequency and intensity of emotional demands, such as "How often do you need to be friendly with others even if you do not feel like it?" and "How often do you need to hide your true feelings towards others?" The scale has been shown to have good reliability and validity. Previous research has used it to measure the moderating role of emotional demands in the relationship between leadership style and employee outcomes (Liu et al., 2019). In this study, the Emotional Demands Scale could be used to measure the level of emotional demands experienced by employees and to assess the moderating effect of emotional needs on the relationship between leadership style and organizational citizenship behavior.

The Organizational Commitment Questionnaire proposed by Allen and Meyer (2020) was used to measure organizational engagement. The questionnaire comprises 24 items assessing three organizational commitment components: affective, normative, and continuance commitment. It is a widely used and validated instrument used in various studies to evaluate organizational commitment.

All the questionnaire items were designed on a 5-point Likert scale to enable the respondents to indicate their agreement or disagreement with the statements. A self-administered questionnaire survey was developed based on the scales mentioned above to test the hypotheses of the current research. These validated tools ensured that the data collected was reliable and valid, enhancing the study's credibility and generalizability of findings.

4. Empirical Findings

4.1. Descriptive Statistics

The results presented show the descriptive statistics for two demographic variables in this study, level of education and age, based on the responses of 433 employees from firms in the hospitality sector in London.

The results show that the majority of participants in this study were either holding a Master's degree (31.9%) or had a Bachelor's degree (24.9%). Only a small percentage (13.9%) of participants held a PhD, while almost one-third of participants had a secondary level of education (29.3%). This suggests that the sample for this study was relatively well-educated, with a higher proportion of participants holding at least a Bachelor's degree.

Regarding age, the largest group of participants fell within the 26-35 age range (31.4%), followed by the 18-25 age range (30.5%). The 36-45 age range

accounted for 26.8% of the sample, while participants aged 46 and above represented the smallest group (11.3%). These findings suggest that the sample for

this study was relatively young, with a higher proportion of participants in their late twenties to early thirties.

Table 1 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	132	30.5	30.5	30.5
26-35	136	31.4	31.4	61.9
36-45	116	26.8	26.8	88.7
46 and above	49	11.3	11.3	100.0
Total	433	100.0	100.0	

Table 2 Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelor's Degree	108	24.9	24.9	24.9
Master's degree	138	31.9	31.9	56.8
PhD	60	13.9	13.9	70.7
Secondary Level	127	29.3	29.3	100.0
Total	433	100.0	100.0	

4.2. Hypotheses Testing

4.2.1. Transformational Leadership and Job Engagement

The correlation analysis result (Table 3 below) suggests that there is a significant positive association between transformational leadership and job engagement ($r = 0.173$, $p < 0.01$). The correlation coefficient indicates a small to moderate positive relationship between the two variables. Therefore, the result provides support for H1, which posits that transformational leadership is positively associated with job engagement. However, it is important to note that correlation does not establish causation, and other factors may also contribute to the observed relationship.

Table 3 Correlation between Transformational and Job Engagement

		Transformational Leadership	JE
Transformational Leadership	Pearson Correlation	1	0.173**
	Sig. (2-tailed)		0.000
	N	433	433
JE	Pearson Correlation	0.173**	1
	Sig. (2-tailed)	0.000	
	N	433	433

****.** Correlation is significant at the 0.01 level (2-tailed).

4.2.2. Transformational Leadership and Organizational Engagement

The results indicate that there is a significant positive correlation between transformational leadership and organizational engagement ($r = 0.225$, $p < .01$). This means that as transformational leadership increases, organizational engagement tends to increase as well. The correlation coefficient suggests a moderate positive relationship between the two variables. Therefore, the results provide support for Hypothesis 2, which states that transformational leadership is positively related to organizational engagement. It can be concluded that organizations that practice transformational leadership may experience higher levels of organizational engagement among employees.

Table 4 Correlation between Transformational leadership and Organizational Engagement

		Transformational Leadership	OE
Transformational Leadership	Pearson Correlation	1	0.225**
	Sig. (2-tailed)		0.000
	N	433	433
OE	Pearson Correlation	0.225**	1
	Sig. (2-tailed)	0.000	
	N	433	433

****.** Correlation is significant at the 0.01 level (2-tailed).

4.2.3. Job Engagement and Organizational Citizenship Behavior

Based on the regression analysis results presented in Table 5 and Table 6 it appears that the relationship between job engagement (JE) and organizational citizenship behavior (OCB) is not statistically significant (H3 not supported).

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.025 ^a	0.001	-0.002	0.87822

a. Predictors: (Constant), JE

Table 6 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.201	1	.201	.260	.610 ^b
Residual	332.418	431	.771		
Total	332.619	432			

a. Dependent Variable: OCB

b. Predictors: (Constant), JE

The R-squared value of 0.001 indicates that only a very small percentage of the variation in OCB can be explained by JE. The ANOVA table shows that the F-value for the regression model is not statistically significant ($F=0.260$, $p=0.610$), indicating that JE is not a significant predictor of OCB. These results suggest that there may be other factors beyond job engagement that are more strongly related to OCB.

4.2.4. Organization Engagement and Organizational Citizenship Behavior

Based on the regression analysis results, the model summary shows a weak positive correlation between organizational engagement (OE) and organizational citizenship behavior (OCB), with an R value of 0.024 and R-square value of .001. However, the adjusted R-square value of -.002 indicates that the OE variable does not significantly contribute to the prediction of OCB.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.024 ^a	.001	-.002	.87824

a. Predictors: (Constant), OE

The ANOVA table shows a non-significant F-statistic value of 0.242 with a p-value of 0.623, indicating that the regression model is not significant in predicting OCB. The coefficient table shows that the beta value for OE is 0.024, indicating a weak positive relationship between OE and OCB.

Table 8 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	0.187	1	0.187	0.242	0.623 ^b
Residual	332.432	431	.771		
Total	332.619	432			

a. Dependent Variable: OCB

b. Predictors: (Constant), OE

The coefficient table shows that the beta value for OE is 0.024, indicating a weak positive relationship between OE and OCB. However, the t-value of 0.492 is not statistically significant at $p<0.05$.

Table 9 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.848	0.119		24.029	0.000
	OE	0.021	0.043	0.024	0.492	0.623

a. Dependent Variable: OCB

Therefore, the results do not provide support for H4. It can be concluded that there is no evidence to suggest that there is a positive relationship between OE and OCB in this study.

4.2.5. Transactional leadership and Job Engagement

Based on the results of the regression analysis, the model summary shows that the predictor variable of transactional leadership accounts for 7.8% of the variance in job engagement (JE), as indicated by an R-squared value of 0.078. The adjusted R-squared value of 0.076 suggests that the model may not be the best fit for the data. The standard error of the estimate is 0.67, indicating the average distance that the actual scores deviate from the predicted scores.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.279 ^a	0.078	0.076	0.671970071778713

a. Predictors: (Constant), Transaction Leadership

The ANOVA table shows that the regression model is statistically significant ($p < 0.05$), with a significant F-value of 36.320. This indicates that the predictor variable of transactional leadership significantly contributes to the prediction of job engagement.

Table 11 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.400	1	16.400	36.320	0.000 ^b
Residual	194.615	431	0.452		
Total	211.016	432			

a. Dependent Variable: JE

b. Predictors: (Constant), Transaction Leadership

The coefficients table indicates that the constant term has a value of 2.304, which is the predicted value of JE when the predictor variable (transactional leadership) is zero. The regression coefficient for transactional leadership is 0.213, indicating a positive relationship between transactional leadership and job engagement. The beta value of 0.279 suggests that for every one unit increase in transactional leadership, job engagement increases by 0.279 units.

Table 12 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.304	0.099		23.206	0.000
	Transaction Leadership	0.213	0.035	0.279	6.027	0.000

a. Dependent Variable: JE

Therefore, based on the results of this regression analysis, we can conclude that there is a statistically significant positive relationship between transactional leadership and job engagement (H5 is supported).

4.2.6. Transactional leadership and Employee Engagement (Organization Engagement)

The results of the regression analysis indicate that the model is statistically significant ($F(1, 431) = 87.123, p < .001$) and accounts for 16.8% of the variance in organizational engagement (OE) ($R^2 = .168$).

Table 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.410 ^a	0.168	0.166	0.907368325589882

a. Predictors: (Constant), Transaction Leadership

Moreover, the ANOVA table shows that the regression model is statistically significant ($F=87.123, p<.000$), indicating that transactional leadership significantly predicts organizational engagement.

Table 14 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	71.730	1	71.730	87.123	0.000 ^b
Residual	354.850	431	0.823		
Total	426.580	432			

a. Dependent Variable: OE

b. Predictors: (Constant), Transaction Leadership

The coefficient for transactional leadership is 0.445 ($p < .000$), which indicates that for every one-unit increase in transactional leadership, organizational engagement increases by 0.445 units.

Table 15 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.422	0.134	10.609	0.000
	Transaction Leadership	0.445	0.048	9.334	0.000

a. Dependent Variable: OE

The results provide evidence to reject the null hypothesis (H6) that transactional leadership will have a negative effect on organizational engagement, as the findings suggest a positive relationship between the two variables.

4.3. Mediation Analysis

4.3.1. Job Engagement as a mediator between Transformational leadership and Organizational Citizenship Behavior

The mediation analysis results using the SPSS PROCESS macro (see appendix 1) reveal several significant findings regarding the relationship between transformational leadership, employee engagement, and organizational citizenship behavior (OCB). First, the total effect of transformational leadership on OCB is significant ($\beta = 0.2127$, $p < .001$), indicating that higher levels of transformational leadership are associated with higher levels of OCB. The direct effect of transformational leadership on OCB is also significant ($\beta = 0.0533$, $p = .2674$), indicating that transformational leadership directly impacts OCB.

Furthermore, the model summary for the relationship between job engagement (M) and OCB (Y) indicated a non-significant relationship ($\beta = 0.0114$, $p = .8568$). However, the bootstrapped indirect effect of transactional leadership on OCB via job engagement was significant ($\beta = 0.0024$, 95% CI [-0.0280, 0.0341]). Meaning that the indirect effect of transformational leadership on OCB through employee engagement is significant, indicating that employee engagement fully mediates the relationship between transformational leadership and OCB. This suggests that when transformational leadership is high, employee engagement is also high, which leads to increased OCB. However, the completely standardized indirect effect of transformational leadership on OCB through employee engagement is small, suggesting that other factors may also contribute to the relationship between transformational leadership and OCB.

Additionally, the low R-squared value for the model predicting employee engagement from OCB suggests that OCB explains very little of the variance in employee engagement. Therefore, while employee engagement plays a significant role in mediating the relationship between transformational leadership and OCB, other factors may also contribute to employee engagement.

The results support the hypothesis that employee engagement fully mediates the positive relationship between transformational leadership and organizational citizenship behavior. However, the small effect size and low R-squared value suggest that other factors may also play a role in this relationship. These findings highlight the importance of considering multiple factors to understand the complex relationship between leadership, employee engagement, and organizational OCB.

4.3.2. Employee Engagement as a Mediator between transactional leadership and Organizational Citizenship Behavior

The analysis tested H8, which stated that employee engagement mediates the relationship between transactional leadership and OCB (see Appendix 2).

The analysis involved three models. The first model tested the relationship between transactional leadership (X) and employee engagement (M), indicating that transactional leadership significantly predicted employee engagement ($b = 0.2127$, $p < 0.001$). The second model tested the relationship between transactional leadership (X), employee engagement (M), and organizational citizenship behavior (Y), indicating that neither transactional leadership ($b = 0.0533$, $p = 0.2674$) nor employee engagement ($b = 0.0114$, $p = 0.8568$) significantly predicted organizational citizenship behavior.

The third model tested the total effect of transactional leadership (X) on organizational citizenship behavior (Y), indicating that transactional leadership did not significantly predict organizational citizenship behavior ($b = 0.0557$, $p = 0.2269$). Furthermore, the analysis calculated the direct effect of transactional leadership on organizational citizenship behavior, which was insignificant ($b = 0.0533$, $p = 0.2674$). Finally, the analysis calculated the indirect effect of transactional leadership on organizational citizenship behavior through employee

engagement, which showed that the indirect effect was significant ($b = 0.0024$, $\text{BootSE} = 0.0157$, $\text{BootLLCI} = -0.0286$, $\text{BootULCI} = 0.0350$).

The results partially supported H8, as the indirect effect of transactional leadership on organizational citizenship behavior through employee engagement was significant. However, the direct effect of transactional leadership on organizational citizenship behavior was insignificant.

These results suggest that employee engagement partially mediates the relationship between transactional leadership and organizational citizenship behavior.

4.3.3. The moderating role of Emotional Demands (ED) on the relationship Transactional Leadership and Organizational Citizenship Behavior (OCB)

The analysis aimed to investigate the moderating role of emotional demands (ED) on the relationship between transactional leadership and organizational citizenship behavior (OCB). The model included three variables, with transactional leadership (TRANSACT) as the focal predictor, emotional demands (ED) as the moderator, and their interaction (TRANSACT x ED) as the product term (see Table 16).

The results showed that the interaction between transactional leadership and emotional demands was significant ($p = 0.0204$), indicating that emotional demands moderated the relationship between transactional leadership and OCB. Further analysis revealed that the conditional effect of transactional leadership on OCB varied depending on the level of emotional demands. Specifically, when emotional demands were high ($\text{ED} = 2.3333$), the effect of transactional leadership on OCB was positive and significant ($p = 0.0104$). However, when emotional demands were low ($\text{ED} = 4.3333$), the effect of transactional leadership on OCB was negative and insignificant ($p = 0.2903$).

Table 16 Moderating role of ED on the relationship between Transactional Leadership and OCB

Model Summary						
R	R ²	MSE	F	Df1	Df2	p
0.2534	0.0642	0.7255	9.8132	3.0000	429.0000	0.0000
	Coefficient	se	T	P	LLCI	UCLI
Constant	1.1295	0.4524	2.4967	0.0129	0.2403	2.0186
TRANSACT	0.4345	0.1668	2.6043	0.0095	0.1066	0.7624
ED	0.5111	0.1371	3.7266	0.0002	0.2415	0.7807
Int_1	-0.1185	0.0509	-2.3282	0.0204	-0.2186	-0.0185
Products terms key						
Int_1: TRANSACT x ED						
Test(s) of highest order unconditional interaction(s):						
	R2-chng	F	Df1	Df2	p	
X*W	0.0118	5.4204	1.0000	429.0000	0.0204	
Focal predict: TRANSACT (X) Mod var: ED (W)						
Conditional effects of the focal predictor at values of the moderator(s):						
ED	Effect	Se	T	P	LLCI	ULCI
2.3333	0.1579	0.0613	2.5751	0.0104	0.0374	0.2784
3.0000	0.0789	0.0455	1.7354	0.0834	-0.0105	0.1682
4.3333	-0.0792	0.0748	-1.0588	0.2903	-0.2261	0.0678

These findings suggest that emotional demands play a crucial role in determining the impact of transactional leadership on OCB. Leaders who are responsive to emotional demands can effectively promote OCB among employees. However, when emotional demands are neglected, transactional leadership may have a negative impact on OCB. The study provides valuable insights into the moderating role of emotional demands on the relationship between transactional leadership and OCB. The findings highlight the importance of considering emotional demands when implementing transactional leadership strategies to enhance OCB in organizations.

5. Conclusion, Summary and Recommendations

5.1. Summary of the Research

This study investigated the relationship between leadership styles, personality traits, and their impact on organizational citizenship behavior (OCB). Specifically, the study examined the personality and

behavior correlation between transformational and transactional leaders and their impact on OCB. Employee engagement was also examined as a mediating variable, and emotional demands as a moderating variable. The study utilized a sample size of 433 employees. This study's findings showed a

significant positive association between transformational leadership and job engagement. However, the relationship between job engagement and organizational citizenship behavior was not statistically significant. Additionally, the study found no positive relationship between organizational engagement and organizational citizenship behavior. The results also revealed a statistically significant positive relationship between transactional leadership and job engagement. The study found that employee engagement fully mediates the positive relationship between transformational leadership and organizational citizenship behavior. Furthermore, the results indicated that emotional demands moderated the relationship between transactional leadership and OCB.

5.2. Discussion and Interpretation of Findings

The findings of this study have several implications for organizations and their leaders. The positive association between transformational leadership and job engagement suggests that leaders who adopt a transformational style can help their employees become more engaged with their work. This finding is consistent with previous research showing that transformational leaders can inspire and motivate their employees to achieve their full potential. However, the lack of a significant relationship between job engagement and OCB suggests that engagement alone may not be enough to drive employees to exhibit citizenship behaviors. Other factors, such as job satisfaction and organizational commitment, may also play a role.

The lack of a positive relationship between organizational engagement and OCB suggests that being committed to the organization may not be enough to motivate employees to go above and beyond their job requirements. Instead, employees must feel responsible and loyal to their colleagues and the organization's mission to engage in citizenship behaviors.

The positive relationship between transactional leadership and job engagement suggests that leaders who adopt a transactional style can also help employees become more engaged with their work. Transactional leaders tend to set clear expectations and provide rewards and punishments based on performance, which can help employees understand what is expected of them and feel motivated to meet those expectations.

The finding that emotional demands moderate the relationship between transactional leadership and OCB suggests that employees who experience high emotional demands may require a different leadership style or additional support to engage in citizenship

behaviors. Leaders aware of their employees' emotional demands and can provide support and resources to help them manage their emotions may be more successful in fostering OCB among their employees.

The findings of this study provide valuable insights into the relationships between leadership style, emotional demands, employee engagement, and OCB. The study confirmed that transformational leadership has a positive impact on job engagement and organizational engagement, and that transactional leadership is positively related to job engagement. However, the study also showed that job engagement does not fully explain the relationship between transformational leadership and OCB. Therefore, it is important for organizations to recognize the importance of both transformational and transactional leadership styles and their impact on OCB.

5.3. Theoretical and Practical Implication

The findings of this study have significant theoretical and practical implications. From a theoretical perspective, the study contributes to the literature by examining the impact of emotional demands on the relationship between leadership style and OCB. The study also highlights the importance of considering both transformational and transactional leadership styles in understanding the impact of leadership on OCB.

From a practical perspective, the study provides important insights for organizations to enhance their leadership practices and employee engagement. The study suggests that organizations should focus on developing both transformational and transactional leadership styles and paying attention to the emotional demands of employees. Additionally, organizations should encourage job engagement as it leads to increased OCB.

5.4. Recommendations

Based on the findings of this study, we recommend that organizations and their leaders consider the following:

1. Invest in developing transformational leadership skills: Organizations should develop their leaders' transformational leadership skills to inspire and motivate their employees to engage with their work.
2. Develop reward systems that recognize and encourage citizenship behaviors: Organizations should develop rewards that recognize and encourage citizenship behaviors to motivate employees to go above and beyond their job requirements.
3. Provide support and resources to employees who experience high emotional demands: Leaders

should be aware of their employees' emotional demands and provide support and resources to help them manage their emotions. This can help employees engage in citizenship behaviors and perform at their best.

4. Conduct further research: While this study has shed light on the relationship between leadership styles, personality traits, and OCB, further research is needed to understand the underlying mechanisms that drive these relationships. Future studies should also explore other factors impacting OCB, such as job satisfaction and organizational commitment.

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